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DPD-4347-59

25 June 1959

MEMORANDUM FOR: Deputy Director (Plans)

THROUGH : Assistant to the DD/P  
Acting Chief, Development Projects Division

SUBJECT : Proposal for Clandestine Services Operations  
Suggestion Program

1. Following the first Russian satellite launching, there was a spate of activity, prompted by a letter from the DCI, designed to produce suggestions for propaganda countermeasures susceptible of widespread exploitation by the United States. Suggestions were sought in CIA from all components. Although I am not aware if this particular lode assayed very high, I wonder if the basic idea is not adaptable to Clandestine Services Operations, perhaps along lines similar to the following:

a. I would suggest that personnel at all levels of the CS, both in Headquarters and the Field, be solicited for their operational ideas through the medium of a regular program conducted on a basis similar to the Agency Suggestion Program which concerns itself for the most part with management improvement ideas.

b. I would also propose that employees be compensated for acceptable operational suggestions, and that all submissions be reviewed periodically by an ad hoc panel of Clandestine Services Senior Operations Officers, who could make recommendations for approval or disapproval of suggestions either to the Deputy Director, Plans or perhaps to a body such as the Project Review Committee.

2. Naturally, it would perhaps be nothing short of impossible to immediately launch many of these suggestions, both for reasons of funding limitations or because many would require extensive refinement and development before they could see the light of day. However, I cannot but believe that the nucleus of some worthwhile operational ideas lie buried just below the surface in the minds and imaginations of people who themselves may not be "operational types," or whose voices are normally not heard in the councils that sit on operational program development discussions.

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3. Such a course as I am suggesting would obviously have to be developed and coordinated within the Agency to a greater degree than possible in a memorandum of this sort. For example, there would be security considerations involved, particularly in the transmission of such suggestions, both within Headquarters and from the Field to Headquarters, since I assume that many of them would contain ideas based on existing Agency mechanisms, themselves classified. Additionally, the very parameters of such a program would have to be defined in such a manner as to weed out many unproductive suggestions and to ensure that sufficient information was called for to enable those sitting in judgment to make meaningful value decisions. What I am really trying out here is the seed of a proposal, which in my view could be enlarged to promote the good of the Clandestine Services at the same time that it might be acting as a desirable morale device. I would, for example, regard the surfacing of a single useful proposal for decent unofficial cover as partial amortization of the costs of administering such a program.

SIGNED

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